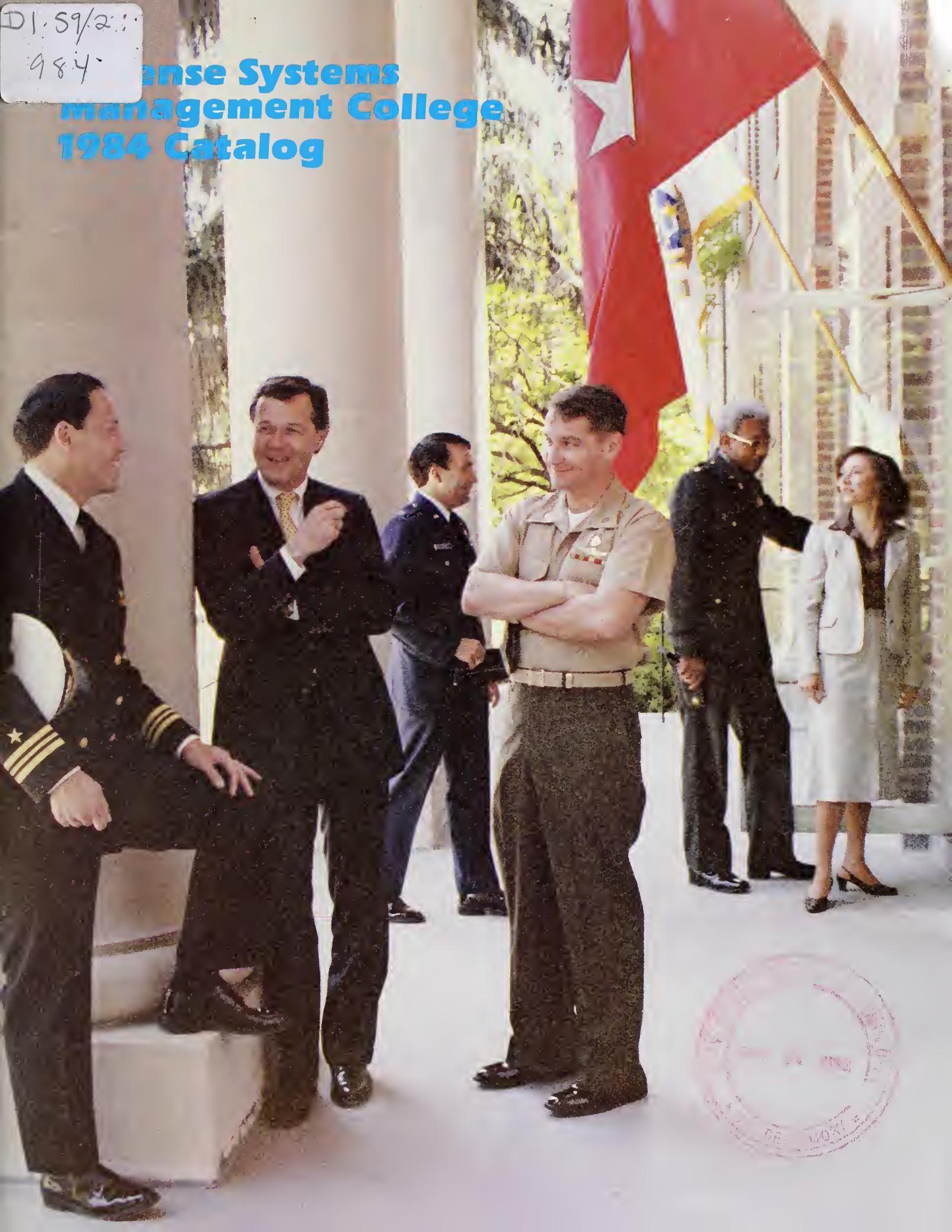


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# Defense Systems Management College 1984 Catalog





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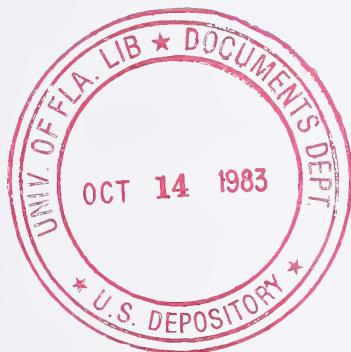
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# Defense Systems Management College



# Mission



The mission of the College is as follows:

To educate acquisition professionals and conduct research to support and improve defense systems acquisition program management.

In somewhat more detail, the three elements of the mission are:

(1) Conducting advance courses of study designed to prepare selected military officers and civilians for defense systems acquisition assignments at all echelons in both national and international programs.

(2) Conducting research into all activities related to national and multi-national defense systems acquisition management.

(3) Assembling and disseminating information concerning new policies, management concepts, or procedures related to national or multinational defense systems acquisition.



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# Foreword



An essential challenge of weapon system acquisition management is to ensure that the objectives of the overall acquisition strategy for each weapon system are accomplished—accomplished within the total resources provided and accomplished on or ahead of schedule, at or below target cost, and at the required performance. This is a formidable challenge and one that serves both as a guide and an underpinning for all activities of the Defense Systems Management College. Our commitment to preparing managers to meet this challenge has been steadfast, and we remain totally dedicated to fulfilling the needs of the DOD acquisition community. The results of our combined efforts must and will be gauged by the ability of the DOD acquisition community to continue to provide our soldiers, sailors, airmen, and marines with effective, reliable, and maintainable weapons that will do the job on the battlefield—not only on the battlefield of today, but also the battlefield of tomorrow.

At the Defense Systems Management College, our thrust at meeting this challenge, as well as the end result, is embraced in the focus of our mission—to educate acquisition professionals and conduct research to support and improve DOD systems acquisition management. The entire resource of DSMC is directed to this purpose.

Our blueprint for action is framed in the context of the DOD Acquisition Improvement Program (AIP) and, more specifically, in the six major areas contained in the 6 June 1983 Deputy Secretary of Defense memorandum: (1) Program Stability, (2) Multiyear Procurement, (3) Economic (Stable) Production Rates, (4) Realistic Budgeting, (5) Improved Readiness and Support, and (6) Encouraging Competition.





The objectives of the Acquisition Improvement Program and the major areas of emphasis are incorporated in all courses taught at DSMC. Every course contains not only discussions but, in many cases, case studies on issues associated with the AIP.

During the past year, we completed a detailed assessment of the courses and overall curriculum at DSMC. We concluded, and the Policy Guidance Council concurred, that a major realignment was necessary. Accordingly, plans were initiated in 1983 and are now under way to accomplish all changes and additions to the DSMC curriculum by 1985. With these changes, the resources of DSMC will be more effectively utilized in meeting the existing and foreseeable needs for the education of personnel in the DOD acquisition com-

munity. Many of the present short courses will be merged into package courses, each 3 weeks in duration. In addition, several new workshops, such as the Joint Services Program Managers Workshop and the Business and Technical Managers Workshops, will be available for middle- and senior-level managers. When completed, the new curriculum (see accompanying chart) will provide courses and workshops for all levels of acquisition personnel, from the lowest levels of responsibility and experience to the highest.

Closely linked with our education mission is the College's research program. The thrust of the research program is concentrated on enhancing the instructional material and content of all courses taught at the College, as well as improving defense acquisition policies

## Student Curriculum

### Executive

ERC

JSPMW

SAM

### Workshops

Business Managers  
Technical Managers

### Program Management

PMC

### Functional Packages

Policy  
Business  
Technical

Low

Student Level of Experience

High





and techniques. A shift to more in-house research is under way, with major emphasis being placed on how to more effectively reduce and control weapon system acquisition costs. Additionally, we have established the Decision Support Systems

Research Institute, with participants from DOD, academia, and industry. Our goal is to put into clearer focus the management of information and data, and to use automation in improving the program manager's decision process.



**O**ur challenges for effective program management are many, but not insurmountable. The Defense Systems Management College is dedicated to assisting and educating personnel in the acquisition management of systems. This catalog describes the organization of the College and provides a description of each of the courses available. Our courses cover all aspects of program management and each one is reinforced with emphasis on realism—or issues and problem areas that managers must address to meet the objectives of their programs.

We are convinced that through more **realism** and more effective use of our **resources**, we will achieve **results**—better quality and more productivity. I encourage you to read this catalog and take advantage of the College's resources. We are here to serve the Department of Defense acquisition community.

BENJAMIN J. PELLEGRINI  
Brigadier General, USA  
Commandant



# Defense Systems Management College



**Brigadier General Benjamin J. Pellegrini, USA**  
Commandant

The Defense Systems Management College can trace its immediate origins back to 1969 when then Deputy Secretary of Defense David Packard formed a review group to study all aspects of existing acquisition management education. Secretary Packard believed that successful acquisition programs were based on "participatory management," and that acquisition management education should therefore place less emphasis on procedures and more on people.



**Colonel Thomas V. Forburger,  
USA**  
Deputy Commandant

The primary focus of the review group's study was the Defense Weapon Systems Management Center, which had been established at Wright-Patterson AFB, Ohio, in 1964. This was the only DOD educational institution dedicated to training managers for defense acquisition programs. Among other things, the review group determined that the Center's geographic location made it difficult for defense policy-makers in Washington to actively participate in the educational program, a serious deficiency in the view of the Deputy Secretary. The group therefore recommended that the school be moved closer to the Washington, D.C., area. In September of 1970 Secretary Packard accepted the group's recommendations, including the recommendation to relocate the school. This led directly to the establishment, on 1 July 1971, of the Defense Systems Management School at Fort Belvoir.

The School gained in stature in 1974 when Deputy Secretary of Defense William P. Clements, Jr., issued a directive covering career development of DOD acquisition management personnel. This directive suggested that all program manager candidates attend the School either before or shortly after being assigned to a major program office. In 1976 Secretary Clements directed that the School be redesignated the Defense Systems Management College, both in recognition of the true scope and sophistication of the curriculum, and to better reflect the level of professional education offered by the institution.

The first course offered by the College was the 20-week Program Management Course, which remains today the nucleus of the academic program. The second course to be added to the curriculum was the Executive Refresher Course in Acquisition Management, offered for the first time on a quarterly basis beginning in February 1972. Also in 1972 came the Contractor Performance Measurement Course, followed in 1973 by the Systems Acquisition Management for General/Flag Officers



**Council Chairman**  
**Hon. Richard D. DeLauer**  
Under Secretary of Defense for  
Research and Engineering

seminar. Since 1973, more short courses have been added to the academic program.

Since the College opened in 1971, more than 16,000 military and civilian personnel from all the services and other federal agencies, as well as middle managers from defense industry, have completed one or more courses at the College.

Through the continuing support of the Office of the Secretary of Defense and the advice and consultation provided by the Policy Guidance Council and the Board of Visitors, the College shall continue to play an increasingly greater role in preparing today's manager for an active and productive role in tomorrow's world.

## Policy Guidance Council

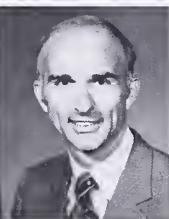
The DSMC Policy Guidance Council was established in September of 1970 to act for the Secretary of Defense in governing the College.

The Council: (a) establishes policy, provides guidance, and acts as prime jurisdictional agent for the operation and administration of DSMC; (b) approves the admissions policy and curriculum for each new DSMC course; (c) approves the nomination of the DSMC Commandant and the Deputy Commandant; and (d) approves the nomination of each member of the DSMC Board of Visitors.

The Council is chaired by the Under Secretary of Defense for Research and Engineering. The current Chairman is Dr. Richard D. DeLauer. Other members are as follows: The Assistant Secretaries of Defense (Manpower, Reserve Affairs, and Logistics) and (Comptroller); Commanders, U.S. Army Materiel Development and Readiness Command, the Air Force Logistics Command, and the Air Force Systems Command; the Chief of Naval Material; the Assistant Secretary of the Army (Research, Development and Acquisition); Assistant Secretaries of the Navy (Re-

search, Engineering, and Systems) and (Shipbuilding and Logistics); the Assistant Secretary of the Air Force (Research, Development, and Logistics); the Director, Program Analysis and Evaluation, Office of the Secretary of Defense; the Principal Deputy Under Secretary of Defense (Research and Engineering); and the Deputy Under Secretary of Defense for Research and Engineering (Acquisition Management).

The Council meets annually with the Commandant to review operations and approve the five-year plan.



(L) **Hon. Vincent Purtano**  
Assistant Secretary of Defense  
(Comptroller)

(R) **Hon. Lawrence Korb**  
Assistant Secretary of Defense  
(Manpower, Reserve Affairs,  
and Logistics)



(L) **Hon. James P. Wade, Jr.**  
Principal Deputy  
Under Secretary of Defense  
for Research and Engineering

(R) **General Donald R. Keith, USA**  
Commander, U.S. Army Materiel  
Development and Readiness  
Command



(L) **Admiral Stephen White, USN**  
Chief of Naval Material

(R) **General Robert T. Marsh, USAF**  
Commander  
Air Force Systems Command



(L) **General James P. Mullins, USAF**  
Commander  
Air Force Logistics Command

(R) **Dr. Jay R. Sculley**  
Assistant Secretary of the Army  
(Research, Development, and Acquisition)



(L) **Hon. Melvyn R. Paisley**  
Assistant Secretary of the Navy  
(Research, Engineering, and Systems)

(R) **Hon. Thomas E. Cooper**  
Assistant Secretary of the Air Force  
(Research, Development, and Logistics)



(L) **Assistant Secretary of the Navy  
(Shipbuilding and Logistics)**

(R) **Mr. David S. C. Chu**  
Director  
Program Analysis and Evaluation, OSD



**Ms. Mary Ann Gilleece**  
Deputy Under Secretary of Defense  
for Research and Engineering  
(Acquisition Management)

# Board of Visitors

The DSMC Board of Visitors was established to provide the Policy Guidance Council and the Commandant with professional and technical counsel on the operation of the College. The Board examines the organization, management, curricula, methods of instruction, facilities, and other aspects of the College operation, and, at least once a year, reports to the Policy Guidance Council and the Commandant, setting forth the results of the examination and making recommendations for best accomplishing the College mission. The Board comprises four representatives from defense industry, two from the academic community, and three from the general business community.

**M**embers are appointed by the Commandant subject to approval of the Policy Guidance Council. A member usually serves for 2 years; however, that term may be extended for 2 years by the Commandant upon recommendation of the Board Chairman, who is elected from the membership.



**Board Chairman**  
**Vice Dean Everett T. Keech**  
Director  
Wharton Graduate Program  
University of Pennsylvania

## Academic Community



**Dr. John S. Toll**  
President  
University of Maryland

## Defense Industry



**Mr. Donald Malvern**  
President  
McDonnell Aircraft Company

## General Business



**Dr. James Vollmer**  
Group Vice President  
RCA Corporation



**Mr. William E. Haggett**  
President and Chief Operating Officer  
Bath Iron Works Corporation



**Mr. Henry Hebelter**  
President  
Boeing Aerospace Company



**Mr. William F. Schmied**  
President  
The Singer Company



**Major General Frank P. Ragano, USA (Ret.)**  
Chairman  
BEI Defense Systems Company

**Dr. K. Wayne Smith**  
President and Chief Executive Officer  
World Book, Inc.

## Executive Institute



The Executive Institute was established to bring to DSMC the experience of senior systems acquisition managers in order to carry out the following objectives:

- Expose students to the "big picture" and top-level point of view;
- Assist in the development of new and innovative course material;
- Conduct liaison and promote interaction with executives in government, industry, and academia.

The Executive Institute comprises chairs similar to endowed chairs at a civilian college, whose occupants have their principal backgrounds in industry, the Office of the Secretary of Defense, the Army, the Navy, the Air Force, and procurement and policy. The industry chair, designated the James Forrestal Memorial Chair, is supported by the National Security Industrial Association (NSIA), which nominates the incumbent, subject to the approval of the DSMC Commandant. The occupant of the OSD chair is nominated by the Under Secretary of Defense, Research and Engineering, and is a member of the Senior Executive Service of the College. Occupants of the departmental

chairs are nominated by the military departments, and are members of, or candidates for, their respective Senior Executive Services. Appointments are for a finite term and must be approved by the Commandant.

The Industry Chair is occupied by Mr. David Westermann, formerly Chairman of the Board and Chief Executive Officer of the Hazeltine Corporation and Chairman of the Board of Trustees of NSIA. The Navy Chair is occupied by Mr. Robert L. Swart, Jr., former Director of Plans, Programs, and Financial Management in the Trident Systems Project Office.

Members of the Executive Institute have broad latitude in how they carry out the objectives of the Institute. They make presentations to students in various classes, both the PMC and short courses. These presentations cover fundamental issues and objectives of systems acquisition management, as well as the particular areas of expertise of the members. Members also engage in consultations with individuals and groups of DSMC faculty and students. It is the custom of the Executive Institute to maintain an "open-door" policy to encourage such discussion.

Institute members also engage in their own research activities, contributing papers resulting from these studies to professional journals. On occasion they serve as consultants to various organizations within the Department of Defense.

Finally, members of the Institute find it possible, in an establishment of higher education, to continue their own education by themselves attending classes in the College.

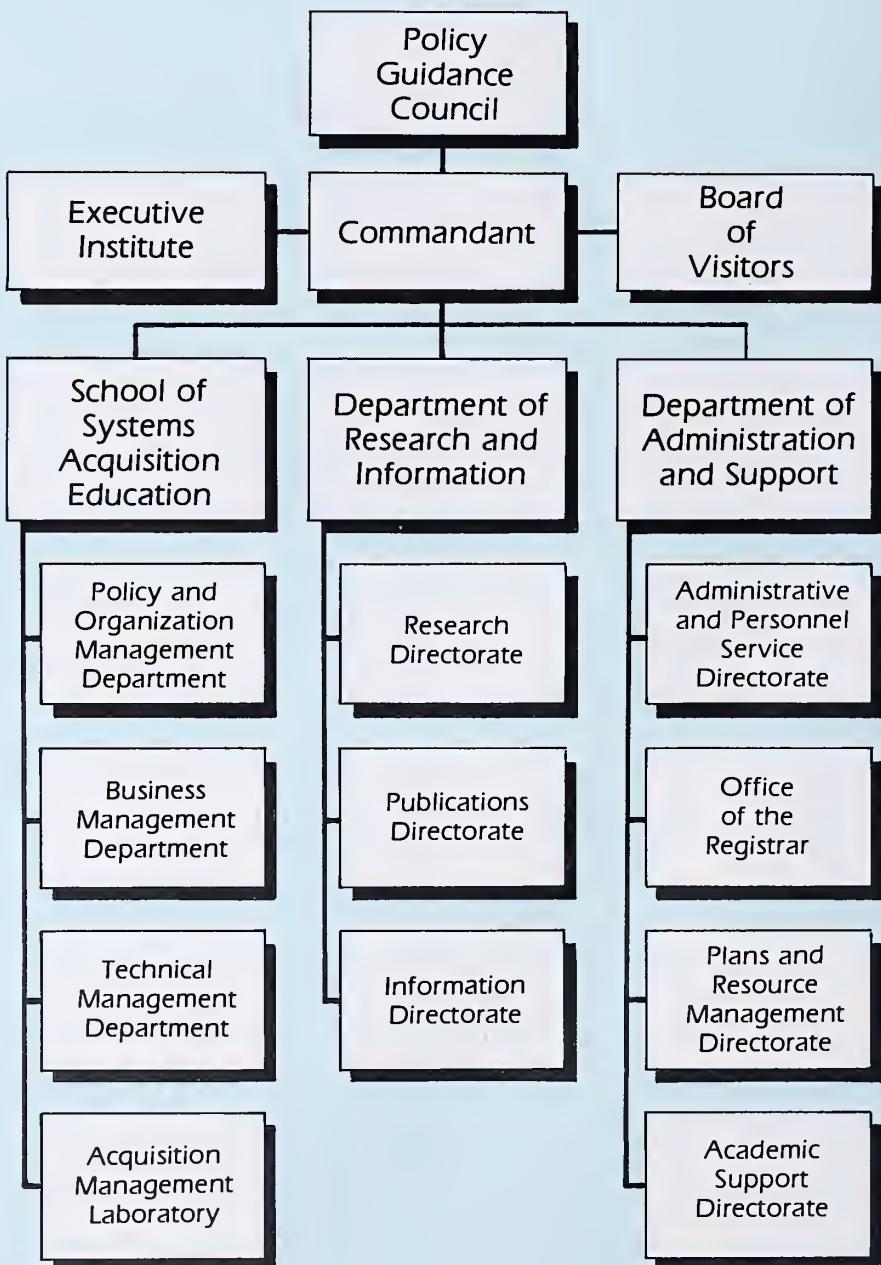


**Mr. David Westermann**  
James Forrestal Memorial  
Industry Chair



**Mr. Robert L. Swart, Jr.**  
Navy Chair

# DSMC Organization



# School of Systems Acquisition Education

The School of Systems Acquisition Education, through four departments (Policy and Organization, Technical, Business, and a multidiscipline laboratory), conducts the Program Management Course and a number of management-oriented short courses.

The Program Management Course curriculum treats all aspects of program management in an integrated manner and provides a comprehensive overview of Department of Defense acquisition policy. The short courses are structured to meet the special needs of selected program managers and intermediate-level functional managers and to develop and verify new lessons for the Program Management Course.

The School's executive management courses are designed to update or maintain the currency of senior-level managers in the Department of Defense or organizations that have defense-related responsibilities.

**Mr. Gregory T. Wierzbicki**  
Associate Dean for  
Planning and Development



**Captain Michael A. Pearce, USN**  
Dean

**T**he systems acquisition education curriculum is continually updated to keep abreast of current management practices and lead the development of new methods. Each faculty member maintains a close liaison with the military departments, other educational institutions, industry and business organizations, and professional societies.

**Mr. John R. Snoderly**  
Associate Dean for  
Executive Programs and  
Information Resource  
Management Systems



**M**embers of the faculty conduct research within their specialty areas and publish the results in professional and service journals. Faculty members also provide consulting assistance to program offices and industry groups on request.



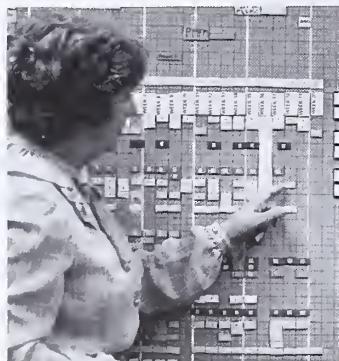
The four departments that make up the School of Systems Acquisition Education are as follows:

**The Policy and Organization Management Department (POMD)** provides baselines for program management within the Department of Defense. The POMD courses provide a foundation for understanding why and how program management is applied in the defense systems acquisition environment.

**The Technical Management Department (TMD)** provides instruction covering management of the engineering aspects of systems acquisition programs. The areas of coverage include systems engineering (hardware and software), integrated logistic support, manufacturing, test and evaluation, and life-cycle cost.

**The Business Management Department (BMD)** provides instruction in contract and financial management. Each of four functional sub-courses is taught from the point of view of the important interactions with and within the program office.

**The Acquisition Management Laboratory (AML)** provides experiential learning opportunities which integrate course material presented in other departments. The media used include a series of case studies covering the acquisition life cycle of a weapon system, computer-based decision exercise simulations, and individual student program management decision briefings.



Lieutenant Colonel  
Stanley J. Souvenir, USA  
Course Director, Program  
Management Course



## Department of Administration and Support



**Colonel William V. Murry, USA**  
Dean

The Department of Administration and Support is responsible for the general administration, business management, and operational support functions of the College. Among the major functions of the Department are financial management, procurement and contracting, personnel administration, admissions and registration, graphic arts, duplicating, audiovisual, facilities maintenance, and security. The Department maintains liaison with the Office of the Secretary of Defense, the military departments, federal agencies, the DSMC Policy Guidance Council, the DSMC Board of Visitors, the Federal Acquisition Institute, other academic institutions, defense industry, and supporting Fort Belvoir activities. The Department also serves as the public affairs office for the College.



**Lieutenant Colonel Rock Wheeler, USA**  
Associate Dean for Administrative and Personnel Services



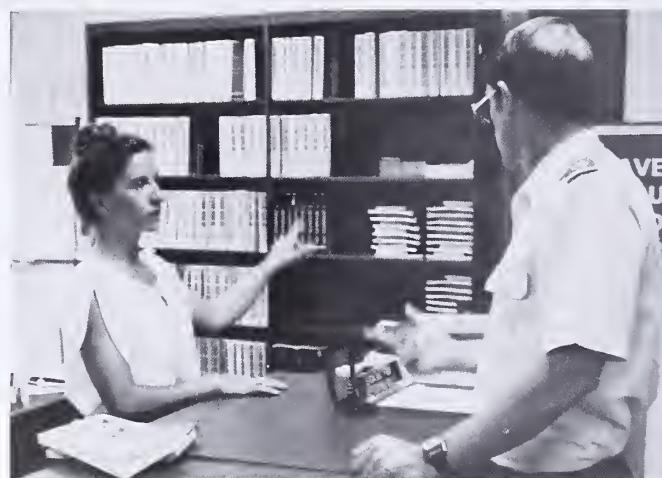
## Department of Research and Information



Lieutenant Colonel John D.  
Edgar, USAF  
Dean

The Department of Research and Information has primary responsibility for two of the College's basic missions; that is, system acquisition management research, and the assembly and dissemination of information concerning policies, methods, and practices in program management and system acquisition management.

The **Research Directorate** manages the research program for the College. This program focuses on today's issues and tomorrow's problems, supports the continued development of the College curriculum, explores new management techniques for use by program management offices, and aids in the formulation of new defense acquisition policy.



The research is conducted by faculty members and selected students, and is complemented by contractual efforts. The College is pursuing three major research thrusts: developing a Program Manager's Support System which seeks to apply emerging decision support system techniques and microcomputer technology to assist program management decision-making, analyzing the underlying causes of cost growth on major weapon systems, and seeking innovative approaches to enhancing the productivity of both government and industry. From time to time, these three areas are supplemented by selected projects which address other high-payoff acquisition





The **Publications Directorate** helps to disseminate acquisition management information through publication of a periodical and a number of special acquisition- or management-oriented documents. The periodical is the bimonthly **PROGRAM MANAGER**, the journal of the Defense Systems Management College. **PROGRAM MANAGER** is an open forum for the critical examination and discussion of acquisition issues, policies, and practices. The journal presents reports by defense and industry leaders on new concepts, policies, and practices in defense acquisition.



The **Information Directorate** provides information and reference services to DSMC students, faculty and staff, and to the systems acquisition management community as resources permit.

The Directorate comprises an extensive collection of books, newspapers, periodicals, reports, documents, and microfilm in the field of management, with special emphasis on defense systems acquisition management. A remote terminal for on-line access to technical report abstracts in the Defense Technical Information Center (DTIC) data base is also available.



The Directorate is continually building its defense systems acquisition management reference collection and special repositories such as the multinational repository and official defense systems acquisition management document repository.





# General Information



**A**n information packet is mailed to each student accepted for admission. The packet contains all the information necessary for a smooth transition into the academic environment.

## Meals

There are a number of dining opportunities open to the DSMC student. Among these are the Fort Belvoir Officers Club (the Engineering Open Mess at Mackenzie Hall), and a cafeteria that serves breakfast and lunch in building 207 on the College campus.

## Housing

Visiting Officer Quarters are generally available on post on a first-come, first-served basis for military and government civilian personnel. When quarters are not available, unaccompanied students sometimes jointly rent furnished apartments near Fort Belvoir. There are motels and other accommodations nearby. A listing of the housing facilities used by previous students (accompanied and unaccompanied) is included in the information packet.

**I**t should be noted that since 1 October 1977 the Department of Defense has prohibited the use of DOD funds to pay for commercial lodging when adequate government quarters are available. Department of Defense civilian employees who choose not to use available government quarters must forfeit the quarters portion of their per diem allowance. When quarters are not available, a certificate of non-availability will be issued. This certificate is required to support the payment of the full per diem allowance.

## Per Diem and Travel Reimbursement

Fort Belvoir is considered a part of the Washington, D.C. high-cost area. Provisions of Joint Travel Regulations Volumes I and II, government messing not available, apply. Students whose permanent assignment is in the D.C. area and who are attending the College on temporary duty orders are not eligible for per diem payments. They may collect a local transportation allowance if their orders so authorize.

## Faculty Advisor

After arriving at the College, each Program Management Course student is assigned a faculty advisor who provides assistance and guidance during the entire 20-week course.

## Transportation

Military air flights arrive at Andrews Air Force Base in Maryland, and Davison U.S. Army Airfield, Fort Belvoir. Commercial airlines serve Washington, D.C., through Washington National Airport, a 30-minute drive from Fort Belvoir; Dulles International Airport in the Virginia countryside, a 45-minute drive; and Baltimore-Washington International Airport, halfway between D.C. and Baltimore, Md. Fort Belvoir can be reached from the north and south by main highways Interstate 95 and U.S. Route 1. Because government and commercial bus transportation is inadequate for student needs, the use of rental cars is recommended.



## Class Composition

The College attempts to achieve a tri-service balance within each DOD-sponsored course. Participants from other federal agencies and from defense industry are invited to attend on a space-available basis. Most courses are also open to individuals from allied nations.

## Dress

The Commandant authorizes the wearing of civilian business attire for all students. Military students are required to wear uniforms when reporting in, during the first week (Program Management Course only), at graduation ceremonies, and at special times designated by the Commandant.

## Alumni Association

The Defense Systems Management College now has an alumni association, established to promote continuing professional growth in acquisition management, to provide a means for speedy communication of "Washington developments" throughout the acquisition world, and to provide an identified pool of acquisition managers who can assist the College in the discharge of its missions.

sist the College in the discharge of its missions.

Membership in the alumni association is currently open only to graduates of the Program Management Course and to present and past DSMC faculty and professional staff members.

For further information contact:

Office of the Registrar  
(Alumni Section)  
Defense Systems  
Management College  
Fort Belvoir, Va. 22060



## Vehicle Registration

For those who do not have valid military installation decals on their vehicles, temporary Fort Belvoir automobile stickers will be issued during registration. College parking permits will also be issued.

## Reporting and Registering

Registration usually takes place at 0800 hours on the first day of class. Early reporting is not authorized. Specific reporting and registration instructions are included in the information packet mailed to each student.

## Activities

The College believes that out-of-class activities complement the formal academic process in developing the "whole person." For students of the Program Management Course, the College plans a variety of events that reflect student, faculty, and staff participation and camaraderie. This creates the environment for personal growth and achievement that should be the hallmark of any educational system.

## Athletics

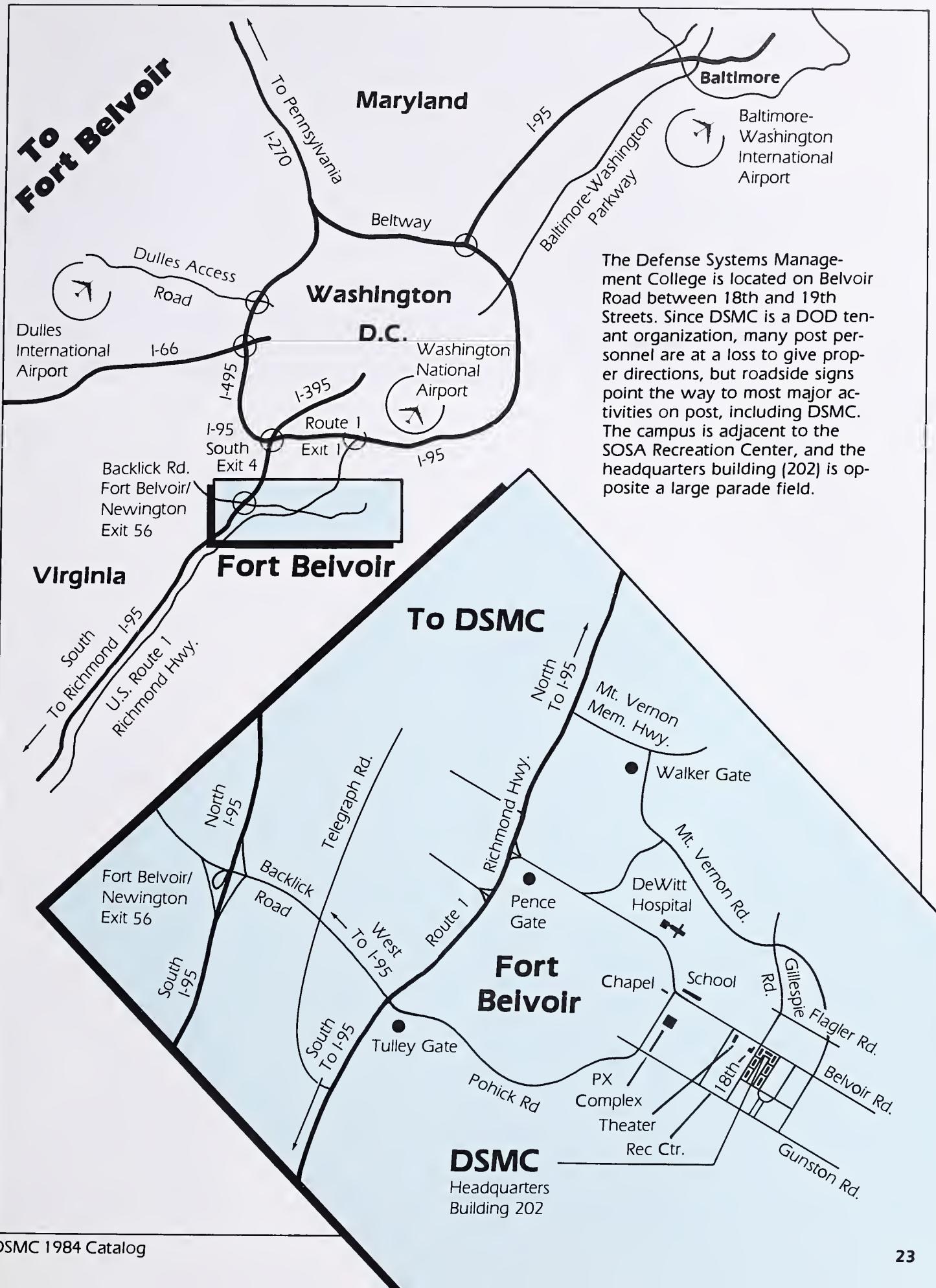
In the belief that physical health contributes directly to mental health and a sense of well-being, the College encourages student participation in athletic activities as time and class schedules permit. Individuals and teams, representing students, faculty, and staff, enjoy golf, tennis, softball, swimming, bowling, basketball, racquetball, and jogging.

## How to Apply

Military or DOD civilian personnel interested in attending any course offered by the Defense Systems Management College must first request nomination using the procedures of their department or agency. Defense industry personnel should contact the Council of Defense and Space Industries Associations (CODSIA) for instructions on seeking nomination. Once an individual has been nominated by his or her military department or DOD agency (or by CODSIA in the case of defense industry), the College will review the application and make a final decision on acceptance. For specific eligibility requirements, see the individual course descriptions.

## Mailing Address

(Name)  
(Course and Number)  
Defense Systems  
Management College  
Building 202  
Fort Belvoir, Virginia  
22060



# Research Program



**F**rom its beginning in 1976, the Defense Systems Management College's program of acquisition management research has continued to increase in both size and the quality of results achieved.



DAVID D. ACKER

Over the years, the resources dedicated to performing research have increased from a single individual serving as a special assistant to the Commandant to a 10-person Research Directorate with both in-house and contract capabilities. This commitment of resources has produced significant achievements, a sample of which is discussed below.

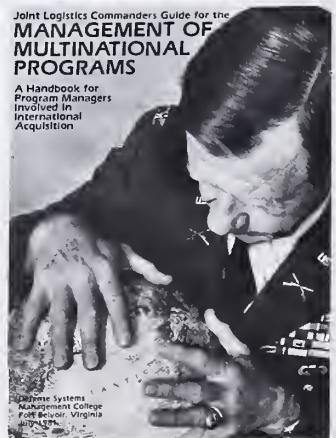
First, the research program has produced a number of handbooks and guides that have been integrated into the College curriculum and made available for use in the field. These include the **Guide for the Management of Joint Service Programs** and the **Guide for the Management of Multinational Programs**, both of which were commissioned by the Joint Logistics Commanders, and the **Manufacturing Management Handbook for Program Managers**.

These guides have been "best sellers" requiring additional printings to fulfill the demand for them. The College will shortly complete work on a system engineering management guide and a handbook of risk assessment/budgeting techniques. Future plans include work on an incentive contracting handbook and a guide for developing acquisition strategies.



Second, at the request of the Army, the research program has documented a number of lessons-learned case studies. The lessons learned on the Multiple Launch Rocket System have already been published, and similar case studies on the M1 Abrams tank and the Apache advanced attack helicopter are nearing completion.

## Joint Logistics Commanders' Guide for the Management of Joint Service Programs



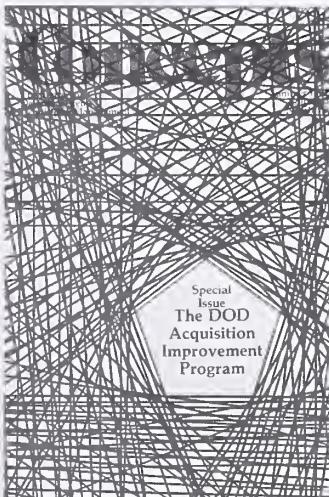


Third, the research program has produced a number of recommendations for improving acquisition management policies. For example, at the request of the Air Force, the College studied ways of improving the acquisition process for automatic data processing systems. This research project won the Air Force's Business Research Award. Furthermore, the study recommendations were endorsed by the Assistant Secretary of the Air Force (Financial Management) and the Comptroller of the Air Force. Those recommendations are now being implemented. Another example of a policy-oriented study is the analysis of top-line budget turbulence, which is nearing completion. The study is identifying and evaluating alternative strategies for dealing with year-to-year fluctuations in the overall defense budget.

Another major achievement of the Research Directorate has been its involvement in the Department of Defense Acquisition Improvement Program (AIP). The involvement began with two DSMC research personnel serving as members of the Acquisition Process Working Group. Four of the 32 AIP initiatives originated from recommendations made by these DSMC researchers to the Working Group. The Research Directorate subsequently assumed the task of "getting the word out" on the AIP to field activities. This activity included briefing more than 12,000 people in the acquisition community. It culminated in the publishing of an issue of **Concepts** entirely devoted to some 20 of the 32 actions that program managers have a major role in implementing.



The Directorate's past achievements were principally the result of individual researchers' attacking "targets of opportunity." Thus, the focus of past research was constantly changing, and it was difficult to assemble and maintain a "critical mass" of people to deal with complex, long-term issues. That mode of operation is being changed. Three major research teams are being formed. Each will consist of a team leader (supervisory GM-15), two to three researchers (GS-14s), and a research assistant. Along with this growth in in-house capability, a 75 percent increase in the budget for contract research studies is planned.



To obtain the best return on this growing investment, future research is being focused into three major research thrusts. The first of these thrusts has been labeled the Program Manager's Support System (PMSS) and is investigating the feasibility of applying microcomputer technology and decision support techniques to assist program management decision-making. The second is aimed at determining the underlying causes of cost growth in major weapon system acquisition programs. The third covers the human aspect of the acquisition process and has as its objective the development of innovative approaches for motivating both contractor and government personnel to achieve increased productivity.

Throughout this transition to a larger and more focused research program the goal remains unchanged—to effectively address today's issues, and to solve tomorrow's problems before they occur.



# Academic Program



**T**oday, the environment of defense systems acquisition is an ever-changing mosaic of requirements, budgetary constraints, technological capabilities, and political and strategic considerations. Preparing the manager to work effectively within this environment requires a dynamic educational program that blends abstract concepts with real-world experience. The courses offered by DSMC are designed to respond to this need. They are intended to introduce the student to the world of systems acquisition and prepare him or her to function effectively within it. The content of each course and sub-course is continuously monitored and altered when necessary to reflect changing real-world conditions. Additionally, new short courses are developed from time to time in answer to the needs of a specific management group, or in response to requests of other government agencies.

The courses are conducted by a civilian and military faculty, whose efforts are complemented by guest lecturers from government, industry, and the academic communities. The College's non-attribution policy is designed to encourage guest lecturers to take part in open, candid discussions with students. Such interaction enhances the "real-world" flavor of the DSMC experience.

The following pages list the courses to be offered by the College during 1984. This listing is tentative, as the College administration believes that flexibility is the key to efficiency in acquisition education. For more specific information about the courses and the course schedules, call the Registrar at (703) 664-3120, or AUTOVON 354-3120.





# Program Management Course

The 20-week Program Management Course (PMC) is designed for mid-level managers and is a study of program management from the DOD program manager's point of view. Instruction is experiential in nature, designed to increase the student's ability to successfully manage a defense system acquisition program through functional knowledge, case studies, lessons learned, and a series of student-interactive decision exercises.



**T**he curriculum recognizes the diverse backgrounds of students, uses both government and industry students as resources, and is dependent upon group effort in proper identification, issue preparation, and alternative generation and analysis. The PMC curriculum develops the management skills necessary for planning, organizing, directing, and controlling defense system acquisition programs from the conceptual stage through demonstration, validation, full-scale engineering development, production, fielding, and support of the system and/or equipment. The fundamental knowledge of acquisition management disciplines is emphasized, as are the qualities of judgment, initiative, and common sense. In addition to building student skill and confidence through the handling of individual and team challenges, the curriculum provides the student with the broad knowledge and understanding necessary for the effective operation of program management teams. The opportunity to interact with working program managers is provided, along with presentations from senior of-

ficials of the Office of the Secretary of Defense, the military departments, and industry. The following categories of instruction are included in the PMC curriculum.

**Defense Acquisition Policy and Management:** A basis for the study of the policy that enables and constrains program management in DOD. The fundamental concepts and processes of management and decision-making from OSD through the service headquarters to the program office are presented, and include: organizational and management interfaces and practices; mission area analysis; intelligence forecasting; the system life cycle; NATO rationalization, standardization, and interoperability (RSI); foreign military sales (FMS); multinational programs; the planning/programming/budgeting system (PPBS); and the role of Congress in systems acquisition.



**Principles for Program Managers:** Traces the evolution of the systems acquisition process. The basic concept of program management is discussed, along with the rationale supporting its application to defense systems acquisition. Major issues and problems stemming from the use of program management techniques to integrate the activities of management teams are examined. Specific emphasis is placed on developing criteria for tailoring program organizations, on planning and control systems, interrelationships, and environmental constraints.



**Human Resource Management:** Emphasizes the elements of high-performing organizations and the principles relevant to managerial effectiveness. Focuses on the complex interactions that arise from combining individual, group, and organizational variables. Concentrates on team building, the application of diagnostic techniques, decision-making, motivation, leadership style, and managing change.



**Effective Communication:** Develops an awareness of the effects learning styles, personality types, and modes of thought have on the communications process. Instruments are used to help each person identify and understand his or her communication strengths and weaknesses. Activities are developed to help the student identify the effects these strengths and weaknesses have on his or her communications activities in both one-on-one and group situations. Experiences are developed to link theory with application in the program management environment. These instruments, activities, and experiences are intended to develop personal awareness and understanding of an involvement in the communication process. Diagnosis criteria for improving leadership and management skills are developed and practiced throughout the course.



**System Engineering Management:** Explains the fundamental concepts which are the basis for the definition, design, verification, manufacturing, and support processes. This conceptual framework provides the roadmap, or the model, where all elements of a technical effort can be identified. Next, the course builds upon the fundamental framework established and expands into basic elements of engineering management—technical program planning, control, and specialty integration. This course covers those elements which are the building blocks of technical management and which need special emphasis in the management of the system acquisition process. The area of software management is treated in considerable depth.



**Manufacturing Management:** Addresses productivity, producibility, industrial base, labor, and quality compliance considerations that affect planning and design efforts. Discusses production readiness reviews, transition from research and development to production, and pre-planned product improvement. Both the industry and government viewpoints are considered.



**Integrated Logistics Support Management:** Emphasizes the need to identify the required support in the early program phases, and to design and verify an integrated logistics support system concurrently with the development of the system hardware and software. An in-depth study of the critical elements of Integrated Logistics Support (ILS) is made. Life-cycle cost is also addressed with emphasis being given to the need to continually make trade-off studies and decisions throughout the life-cycle of a system.

**Test and Evaluation Management:** Covers the role of development, operational, and acceptance testing. Addresses the purpose and content of the test and evaluation master plan in the initiation and conduct of programs in conjunction with the role of the independent test organizations.

**Program Financial Management:** Explains federal and DOD funding policies and processes. Includes financial management functions and responsibilities in cost estimating, budget formulation and execution, program planning and budgeting systems, and financial management accountability.

**Cost Management:** Examines the use of cost/schedule control in program management. The instruction provides an understanding of the basic requirements in contractor performance measurement as well as methods for analysis of current status and estimation of final contract cost.

**Contractor Financial Management:** Highlights the key issues and problems of the contractor's financial management system, and the ways those issues and problems affect the government acquisition process. Emphasis is placed on financial and cost accounting, financial planning, working capital management, long-term financing, and capital investment.



The education and experience I received at DSMC have greatly enhanced my performance and career potential. The College prepared me to organize, integrate, energize, and expedite acquisition programs. DSMC provided the experience necessary to bridge the gap between the technique needed for leading troops and that required for managing the acquisition process. DSMC was the most challenging, yet rewarding, military school I have attended.

Colonel Floyd H. McAfee, USA  
TRADOC Systems Manager, High Mobility Multipurpose Wheeled Vehicle (HMMWV) and Light Armored Vehicle with 25 MM Gun (LAV-25)  
PMC 81-1

**System X:** Consists of a series of interrelated case studies involving a hypothetical weapon system. The cases simulate the life cycle of a weapon system through the conceptual, validation, full-scale development and production/deployment phases. System X provides a realistic basis for the discussion of typical problem areas encountered in program management. Individual and group analyses of case material are made, alternatives are studied, and a management position derived. The analyses are followed by section discussions, led by a faculty case leader, that are intended to focus on the relevant issues and enable the student to experience the environment of a program manager.

**Acquisition Management Simulation:** Consists of a series of computerized management decision exercises simulating the acquisition life cycle of a weapon system. Each exercise emphasizes a different phase of the life cycle. Students work in small groups to analyze acquisition dilemmas and to make decisions necessary to resolve these situations. The group is moved ahead in the acquisition phase based on its decisions. The student's objective is to reach the next major milestone on schedule, within cost, and with a system that will fulfill the requirement.



I was fortunate that at the time of my selection to be an Army project manager, there was an opportunity to attend the Program Management Course enroute to my assignment. I was therefore able to arrive at my job freshly armed with knowledge gained at the school. In the PMC I learned enough in each discipline to appreciate who in the project has the in-depth knowledge, and when I need additional help, I take every opportunity to send people from my project to appropriate courses at DSMC.

Colonel Stanley D. Cass, USA  
Project Manager, HELLCAT/GLD  
PMC 79-2

**Program Management Decision Briefing:** Using an exercise in the System X life cycle, each student prepares and presents a 15-minute briefing to obtain a decision from a higher command level. The briefing provides the student with practical experience in selecting the issues to be covered within the time allotted, developing the rationale for his/her position, structuring visual aids to support the briefing, and presenting material to higher command echelons. The briefings are presented to faculty members and fellow students. The uniqueness of the Program Management Decision Briefing is centered on the student's ability to scope the material available into a decision briefing of minimal time to a knowledgeable audience. Following the student briefing, the faculty member and students provide constructive criticism and critique.



**Industry Program:** A program designed to complement classroom learning by allowing students to participate in an actual acquisition program and thereby experience the challenges that confront a DOD program manager and his industrial counterpart. The class is divided into groups of about 30 students, and each group is assigned a particular acquisition program. Each group familiarizes itself with its program through study of program documentation and a 1-day meeting with the DOD and industry program managers. Interest areas and relevant questions are drafted in preparation for a field trip to the contractor's plant. There, the interaction between industry employees and students fosters an understanding of production requirements, management issues, and a realization of the vital role that a company plays in the fielding of a major weapon system.

**Capitol Hill Field Trip:** Students take a trip to Capitol Hill to visit one or more congressional committees, congressional staff members, and congressmen responsible for legislation on national defense and defense systems acquisition.

### Who May Attend

The Program Management Course is generally restricted to military officers in grades O-3 through O-6, DOD civilians in grades GS-11 through GS-14, and industry personnel identified by their companies as candidates for senior management positions. These are suggested grades, and requests for exceptions will be reviewed and ruled upon by the DSMC Admissions Committee. In addition to meeting grade requirements, attendees must fall into one of the following categories:

- DOD personnel who now occupy, or have been selected to occupy, intermediate management positions in program offices or functional offices supporting program offices, or in higher-echelon offices supervising program management;
- DOD personnel who are promising candidates for senior positions in program management;
- Persons in program management or equivalent positions within other federal agencies;
- Persons in program management or equivalent positions within defense industry.

Nominees must hold at least a bachelor's degree. The majority of PMC students hold graduate degrees and have academic backgrounds or work experience in engineering and management. A security clearance of secret is required.



*My DSMC experience, both formally in the classroom, and informally with my fellow students, provided an invaluable opportunity to quickly gain a broad understanding of the DOD acquisition process. DSMC is a top-rate, dynamic school of learning that clearly provides prospective project managers with a head start in mastering a very challenging and rewarding career field.*

**Colonel Edward R. Baldwin, Jr., USA**  
Project Manager, Single Channel Ground and Airborne Radio System [SINCGARS]  
PMC BO-2

# Executive Refresher Course in Acquisition Management

(Executive-level course)



The 3-week Executive Refresher Course in Acquisition Management is for program managers and other senior-level managers involved with the acquisition of defense systems. The course is designed primarily as a review of current acquisition policy and fundamental management techniques and provides the attendees with the opportunity to examine new developments in the systems acquisition environment and to study their impact on program management. The basic structure of the course is lecture/discussion, with emphasis on the day-to-day actions, issues, and problems of program management. Guest lecturers from OSD, the service staffs, acquisition commands, and defense industry complement the resident staff instruction.



The course is structured around the various phases of the systems acquisition process, with emphasis on the major decisions required by DOD directives and instructions. Topics covered in the course include: the defense systems environment; the decision-making process; defense systems management; interaction with higher headquarters; the conceptual phase of defense systems acquisition; technical management; procurement management; program planning and control; the industry viewpoint on systems acquisition; program review and analysis; test and evaluation; production management; operations/support management; policy analysis; and multinational program analysis.



## Who May Attend

The Executive Refresher Course in Acquisition Management is open to military officers in the grade of O-6 and above, and DOD civilians in the grade of GS-15 and above who occupy, or have been selected to occupy: the position of program manager; key positions immediately subordinate to a program manager; executive-level positions with responsibility for key decisions in a program office, or in a functional office supporting program offices; or higher-echelon staff positions involved with the acquisition of defense systems. Persons in equivalent positions in defense industry are also encouraged to attend. Persons from other federal agencies may be admitted on a space-available basis. A security clearance of secret is required.



# Systems Acquisition Management for General/Flag Officers

(Executive-level course)



This 3½-day seminar is for senior officers who have had limited experience with the defense systems acquisition process, but whose current or future duties interface with or impact on the acquisition programs of the military services. It is designed to acquaint participants with the environment in which systems acquisition takes place, and with the functions, responsibilities, and problems of the DOD program manager. Participants are introduced to current DOD policy, management techniques, and the planning/programming/budgeting system, as well as the process of generating system requirements.



They are also introduced to the various influences on the systems acquisition process, such as those from OSD, the General Accounting Office, the Congress, and the general public. The broader elements involved in procurement and government contracting are treated, along with the relationship between government and industry during a development program. An overview of the organizations employed by the services to accomplish their acquisition activities is also provided.

The seminar is conducted through a mix of in-house lectures and discussion sessions with visiting lecturers from the Assistant Secretary of Defense level, as well as the General Accounting Office and defense industry.

Each day of the seminar is highlighted by the appearance of a program manager of general- or flag-officer rank. These sessions provide a recap of lessons learned, along with a little of the "real-world" flavor of experiences in ongoing programs.

## Who May Attend

The seminar is open to those persons from DOD components, the military departments, and OSD who hold, or have been selected for, the rank of general or flag officer or, in the case of DOD civilians, the SES as well as grades GS-16 through GS-18, or PL 313. Participation by persons at the vice-president level of industry is also encouraged. Persons in the equivalent positions from other federal agencies may be admitted on a space-available basis. A secret security clearance is required.



# Joint Services Program Managers Workshop

(Executive-level course)

The Joint Services Program Managers Workshop (JSPMW) provides an educational opportunity for selected program manager designees and deputies to enhance their performance in managing DOD acquisition programs. It is designed to focus on practical, current management issues at the service, OSD, and congressional levels of interest.

The workshop concept includes identifying current management issues, determining management-issue relevancy to each student's future program, and scheduling each student to develop a plan to resolve issues relevant to his or her program.

**The JSPMW Is Intended only for military major-system PM designees and deputies.** Ideal class size is 24—6 each from the Army, Navy, and Air Force, 3 from the U.S. Marine Corps, and 3 from the DSMC faculty. A 3-week pilot offering is scheduled for the first quarter of calendar year 1984. A first operational offering is scheduled for the second quarter of calendar year 1984. Three offerings per year are ultimately planned to satisfy service assignments—two offerings in March and May

and one offering in August or September. The course will achieve its desired 5-week length in 1985.

The JSPMW begins with an intern phase of 2 months. The internship consists of service screening and eligibility, and nomination to DSMC for attendance. Once approved, the student will receive selected skills diagnostics to be completed and returned. These diagnostics will be used to individually tailor a read-ahead package consisting of selected articles and instructional materials. The student must also complete a visit to his or her gaining program office and that office's principal support industry or laboratory prior to attending the course.

These visits are a prerequisite to the subsequent course phases.

The selected PM designees and deputy program managers will then attend the 5-week residency phase at DSMC. The curriculum is centered around the workshop concept to facilitate sharing acquisition management experiences, to enhance the student's exposure to multiservice perspectives, and to encourage experimentation with new concepts and ideas on program management. Visiting program managers will serve as workshop hosts. Selected workshop modules on cost control, complex problem solving, and long-range planning will be used to achieve these objectives also. Special attendance at (S)SARCs and DSARCs, as well as service seminars, will round out the student's exposure and orientation.

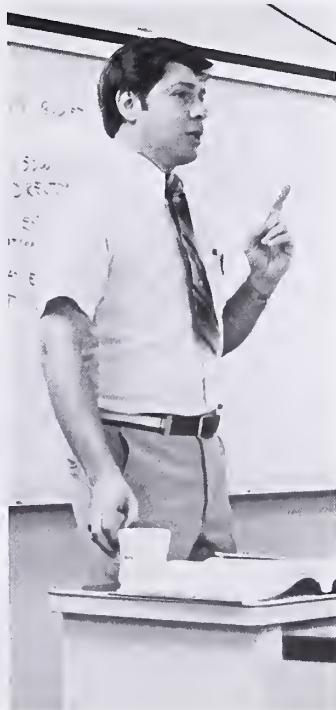
Six months after the residency phase on-campus, a 3-day transition applications workshop is planned. This workshop will be based on the student's need for an opportunity to share and resolve current issues in his program. Fellow students and selected DSMC faculty would participate.



# Business Managers Advanced Workshop



The Business Managers Advanced Workshop is a 1-week advanced course, designed primarily for those persons who have experience as business managers in program offices. It relies heavily on shirt-sleeve student involvement in case studies, modeling, and class presentations. Specific topics covered include acquisition strategy and program planning, cost estimating, contract strategy, cost evaluation, program funding, industrial incentives, and contractor cost/schedule/performance measurement.



The objective of the Business Managers Advanced Workshop is to enhance the ability of the business manager to advise the program manager on the business aspects of the program. It provides an opportunity for the student to update and strengthen his knowledge and skills, to analyze and apply techniques and tools presently available and to discuss current business issues and trends affecting program management.

## Who May Attend

The workshop is primarily for those persons who are serving as business managers (also referred to as program control or program management in the Air Force and Army, respectively) or the first-level supervisor reporting to the business manager in grade O-4 and above or GS-13 and above. Other key members of the program manager's staff or persons in organizations that support the systems acquisition process will be admitted on a space-available basis. Prerequisite for this advanced course is successful completion of the Program Management Course or equivalent experience. Persons in comparable positions in the defense industry are also invited to attend.

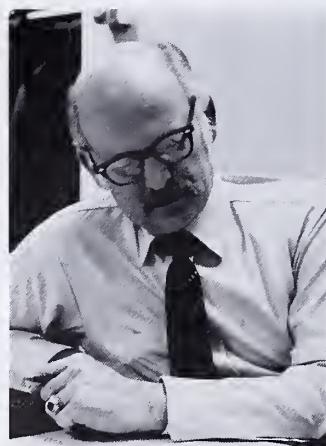


# Technical Managers Advanced Workshop

The 1-week Technical Managers Advanced Workshop is designed for senior engineers and technical directors and stresses the more complex and difficult issues associated with the technical management of a defense systems acquisition.



This workshop will enhance the ability of technical managers to plan and implement a technical program strategy, and to recognize and structure solutions to management-related problems and issues often encountered by the technical manager. Areas of emphasis will include technical relationship with contractors, cost drivers, and identification and analysis of technical problems. The workshop is presented through discussions and explanations using the seminar/case study approach.



The goal of the workshop is to sharpen the judgment of technical managers to ensure that the appropriate balance among performance, supportability, testability, and producibility is "designed in" to a cost-effective defense system that will meet a realistic schedule.



## Who May Attend

The Technical Managers Advanced Workshop has been designed for DOD program and technical managers with advanced skills and experience. Military personnel in grades O-5 through O-6 and civilians in grades GS-14 through GS-15 are the intended audience. Individuals holding equivalent grades in other federal agencies or defense industry are encouraged to attend.

# Management of Software Acquisition Course



The 1-week Management of Software Acquisition Course provides participants with an understanding of the current policy, practice, and procedures of software management in major defense system acquisitions. The course is designed to provide the student with an awareness of software acquisition management issues encountered in all phases of the defense system life cycle. It begins with an overview of the defense systems acquisition process. Through the lecture, discussion, and case-study methods, this overview is supplemented by presentations on such topics as DOD policy initiatives, fundamentals of software management, software cost estimating, software integrated logistics support, software quality assurance, work planning and definition, software systems engineering, business management, and software test and evaluation.



**T**he student will gain an appreciation of the fundamental concepts of computer systems and an appreciation of the disciplined approach that must be followed in designing, acquiring, and maintaining the associated software for defense systems. The course will develop in each student an improved ability to analyze situations and problem areas, develop alternatives, prepare solutions, and properly articulate good, comprehensive software management approaches to higher authority.

## Who May Attend

The Management of Software Acquisition Course is open to military officers in the grade of O-3 and above, and civilians in the grade of GS-11 and above who occupy, or have been selected to occupy: the position of program manager; key positions immediately subordinate to a program manager; supervisory-level positions where incumbents are responsible for key decisions affecting a program, or for decisions in a functional office supporting a program office; or higher-echelon staff positions concerned with defense system acquisition programs. Persons in equivalent positions in defense industry are also encouraged to attend.



# Management of Acquisition Logistics Course

The 1-week Management of Acquisition Logistics Course provides participants with an understanding of integrated logistics support procedures and practices as exercised during the defense systems acquisition life cycle. Logistics elements such as maintenance planning; supply support; manpower and personnel; support and test equipment; computer resources support; packaging, handling, storage, and transportation; training and training devices; facilities; and technical data are integrated into an acquisition support pattern. Students will learn the techniques and importance of defining the logistics support needed, influencing the basic system design, designing and acquiring the support for the system, and providing and sustaining logistics support during deployment and operation. Special emphasis is placed on logistics-related support techniques—life-cycle costing, readiness, reliability and maintainability, logistics support analysis, integrated logistics support planning, logistics support resource funding, and post-production support planning.

**S**pecific "real world" examples of DOD programs are presented by both faculty and guest lecturers from within government and industry. Special experience-based case studies offer the student an opportunity to experience weapons logistics problems and devise both theoretical and pragmatic solutions.

The student will learn to appreciate the importance of integrating the functional logistics elements into a support pattern set against a life-cycle background in a manner that will maximize the avoidance of logistics-related problems. The course will develop in each student an appreciation and understanding of integrated logistics techniques and tools that can be used in decision-making, designing for support, and making integrated logistics support an integral part of the systems acquisition process.

The student will enhance his/her ability to analyze logistics situations and problem areas, to develop alternatives, to prepare solutions, and to properly articulate logistics approaches to higher authority.



## Who May Attend

The Management of Acquisition Logistics Course is open to military officers in the grade of O-3 and above, and civilians in the grade of GS-11 and above who occupy or have been selected to occupy: the position of program manager; logistics program manager or element manager; systems engineer or technical manager; key positions immediately subordinate to them; positions in a functional support activity interfacing with program logisticians; or higher-level staff positions concerned with defense system acquisition. Persons in equivalent positions in the defense industry are also encouraged to attend.

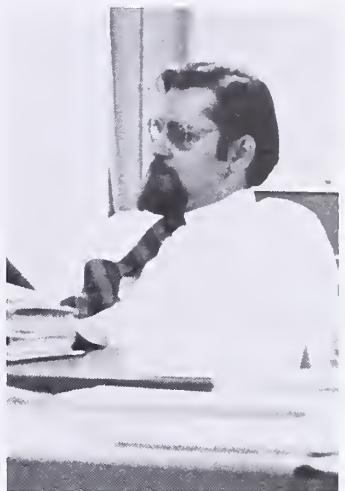


# Multinational Program Management Course

The Multinational Program Management Course covers the activities and considerations with which the program manager must deal when involved with a multinational program. Particular emphasis is placed on the U.S. policy of enhancing rationalization, standardization, and interoperability (RSI) among the NATO countries, and the impact this policy has on the U.S. program manager. Examples of national and DOD policies explored are cooperative research and development; joint-venture concepts with early offset arrangements; coproduction; licensing arrangements; and direct procurement of foreign systems.



**A**ttendees will be able to gain a knowledge and appreciation of the problems associated with the following: developing a joint doctrine and common operational requirements; controlling the export and import of technology; establishing financial arrangements; establishing contractual arrangements; implementing political decisions that are based on economic priorities at the national level; and preparing and negotiating memoranda of understanding.



## Who May Attend

The Multinational Program Management Course is open to military officers in grade O-3 and above, and DOD civilians in grade GS-11 and above who occupy, or have been selected to occupy: the position of program manager; key positions immediately subordinate to a program manager; supervisory-level positions where incumbents are responsible for key decisions affecting a program, or for decisions in a functional office supporting a program office; or higher-echelon staff positions concerned with defense system acquisition on programs involving allied nations. Persons in equivalent positions in defense industry and from allied governments are also encouraged to attend.



# Systems Funds Management Course



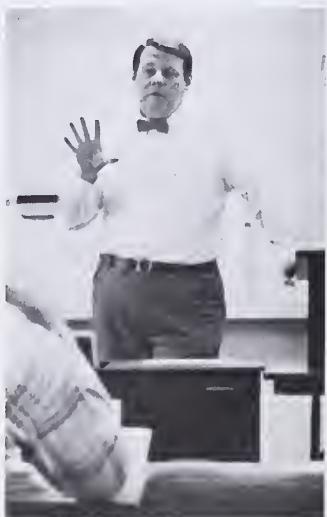
The 1-week Systems Acquisition Funds Management Course provides the student with an understanding of how to formulate, defend, and execute a DOD weapon system acquisition budget. The student is introduced to the knowledge and skills in funds management necessary for assumption of program office budget formulation and execution responsibility, with emphasis on the techniques the program manager may use to identify, analyze, evaluate, and resolve budget-related tasks, problems, and issues.

This course follows the total budget process from the viewpoint of the program manager. The fiscal cycle is traced through all levels of the Department of Defense, the Office of Management and Budget, and the Congress. The course examines the DOD planning/programming/budgeting system, the congressional authorization/appropriation process and, finally, the budget execution process.



Specific topics addressed in this course include the development of program office POM and budget submissions, the review and analysis of program budgets at higher levels within the federal government, the release/control of funds supporting the systems acquisition process, and program office accountability in budget execution.

A portion of the course is taught in service-peculiar groups, but the dominant approach is tri-service. Methods of instruction include lecture/discussions, case studies, guest lecturers, and student-led discussions. Guest speakers, drawing upon their own expertise and experience, augment the resident instruction.



## Who May Attend

The Systems Acquisition Funds Management Course is open to military officers in the grade of O-3 and above, and DOD civilians in the grade of GS-11 and above, who occupy, or have been selected to occupy, positions such as the following: program manager; positions immediately subordinate to a program manager; supervisory-level positions responsible for key decisions affecting a DOD weapon system acquisition program or for decisions in a functional office supporting a program office; or higher-echelon staff positions associated with defense systems acquisition. Participation by appropriate defense industry personnel is actively sought. Persons holding positions equivalent to the above in other federal agencies are also encouraged to attend.

# Contract Finance Program Managers Course



The role American industry plays in the systems acquisition process is often decisive. Contract Finance for Program Managers is a comprehensive 1-week course designed to furnish an overall understanding of defense contractor financial motivations and constraints and an appreciation for how they affect management of a defense systems acquisition program.



**C**ontract Finance for Program Managers has been structured to achieve a balanced presentation of financial issues which affect the day-to-day working relationship between government and industry. The course provides participants with an overview of defense contractor financial operations and an understanding of how individual elements of the process fit together. Students learn to recognize financial management issues and to articulate them in industrial concepts and terms. Most importantly, attendees enhance their ability to avoid "surprises" by participating in case studies that focus on government and industry interactions affecting a system acquisition program's financial status. Course content is beneficial to both general- and functional-management-level attendees in that lecture material and case studies have been structured to encourage an interchange of ideas and techniques for problem identification and resolution in this key area of program management.



## Who May Attend

Attendance is open to program managers, key members of their staff, and management-level personnel from organizations that support the systems acquisition effort (e.g., commodity and systems commands, AFPROs, NAVPROs, DCAS, supervisors of shipbuilding offices, and similar plant representative activities) in grade O-3 and above and civilians in grade GS-11 and above. Individuals in equivalent positions from the defense industry may attend on a space-available basis.



# Contractor Performance Measurement Course



The 1-week Contractor Performance Measurement Course provides knowledge of how Cost/Schedule Control System Criteria (C/SCSC) are used in measuring contract performance in a major weapon system acquisition program in DOD. The course enables the student to understand the criteria and their use in evaluating the adequacy of the contractor's management system, along with the contractual implementation of the criteria and the Cost Performance Report (CPR). Course instruction in analysis techniques enables the student to determine current status, forecast performance trends, and estimate contract cost at completion. The student is also introduced to contract performance measurement on less-than-major programs through the application and contractual implementation of the Cost/Schedule Status Report (C/SSR). Instruction in financial reporting and baseline management helps the student to relate CPM to DOD resource management.

**A**pplication of performance measurement is covered through case studies and "hands on" exercises, and through guest speakers from industry and government. An interservice panel and a seminar involving the military service focal points for contractor performance measurement provide participants with an opportunity for a direct dialogue on policy and implementation, and a chance to obtain responses to questions relative to their particular responsibilities.

## Extension Course Option

The CPM course is also available as an individualized, self-paced course presented through a student workbook, references, and (optional) audiovisual tapes. The course parallels the CPM short course in content, but places more emphasis on analytic skills and estimates of cost at completion. It is in an easy-to-read style and format. About 30 hours are required to complete the course, although the student may elect to complete all or part of the course according to his/her job requirements and may skip parts where

he/she already has knowledge. The student must, however, complete all 11 modules for a DSMC certificate of completion. Registration is coordinated through the DSMC Registrar's office. Distribution of course materials and the final test are administered for DSMC by the Institute for Professional Development, located at Ft. Eustis, Va.

## Who May Attend

The Contractor Performance Measurement Course is open to military officers and DOD civilians who occupy, or have been selected to occupy: principal positions in program offices or in functional offices supporting program offices; a higher-echelon staff position concerned with the acquisition of defense systems; or the position of manager of a program that does not meet the major program criteria as defined in DODD 5000.1. Persons in equivalent positions in defense industry are also encouraged to attend.

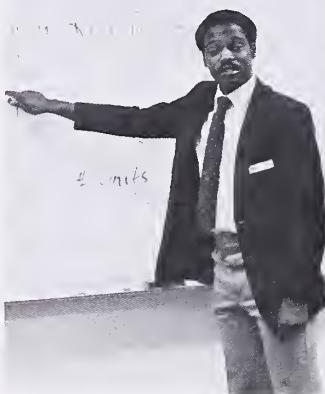
# Business Management Course



The 3-week Business Management Course is a new course offering designed to acquaint system acquisition personnel with business functions of the government program office as well as that of the contractor. It presents an overview of the systems management function oriented to business issues. Discussion of such government topics as basic funds management concepts, cost estimating, program budgets, types of contracts and incentive arrangements, preparation of requests for proposals and source selection planning is included. Contractor topics covered include basic financial concepts, annual operating plans, and proposal preparation. Basic cost control functions, including the cost/schedule control systems criteria, from both the government and contractors perspective, will be discussed.



This course includes lectures and discussions associated with the program business functions and responsibilities and is designed to involve student participation.



## Who May Attend

The Business Management Course has been primarily designed for DOD personnel with less than 3 years of acquisition management or related functional/staff experience. Military personnel in grades of O-2 through O-4 and Department of Defense civilians in grades GS-9 through GS-13 are the intended audience. Individuals with similar positions in other federal agencies or the defense industry are also encouraged to attend.



# Technical Management Course



The 3-week Technical Management Course provides an introduction to the concepts, scope, and application of technical management disciplines (system engineering, integrated logistic support, test and evaluation, production) to the systems acquisition process. Attending the course will (1) enhance the ability of staff or functional managers to interface with program management office technical efforts through development of a better understanding of the technical management process; (2) develop an understanding of the activities and integration of technical disciplines necessary in the acquisition life cycle; and (3) develop an understanding of the roles of government and industry organizations in the technical management efforts.



## Who May Attend

The Technical Management Course has been primarily designed for DOD personnel with less than 3 years of acquisition or related functional/staff experience. Military personnel in grades O-2 through O-4 and Department of Defense civilians in grades GS-9 through GS-13 are the intended audience. Individuals holding equivalent grades in other federal agencies or defense industries are also encouraged to attend.

This course allows junior-level managers to develop a sound understanding of the technical management process through emphasis on the technical disciplines of systems engineering, logistics support, test and evaluation, and production.



# Policy and Organization Management Course



The 3-week Policy and Organization Management Course provides an introduction to the concepts, scope, and application of program management practices within DOD. Attending the course will (1) equip the student to function in a program management office, or to effectively interface with the program management office through the development of an understanding of acquisition policies, tasks, problems, and issues confronting the PM; (2) develop an understanding of the roles, activities, and integration of functions and relationships of government and industry organizations that participate in and affect the acquisition process; and (3) develop an understanding of the importance of interpersonal relations and communication skills in the development of an effective acquisition team. This



course allows middle managers to develop sound management abilities and to experience the practices and problems of program management operations. This course emphasizes the principles of program management, defense acquisition policy, human behavior, and effective communications.



## Who May Attend

The Policy and Organization Management Course has been primarily designed for DOD personnel with less than 3 years of acquisition management or related functional/staff experience. The intended audience is military personnel in grades O-2 through O-4 and Department of Defense civilians in grades GS-9 through GS-13. Individuals holding equivalent grades in other federal agencies or the defense industry are also encouraged to attend.

# Manpower Systems Management Course and Executive Symposium



These are two separate courses targeted to different audiences.

The 4-week Manpower Systems Management Course offers a detailed look at manpower requirements determination and the planning and programming of manpower authorizations through the Planning, Programming, and Budgeting System (PPBS). Functionally designed staffing standards are covered; work measurement techniques and statistical correlation and regression analysis procedures are highlighted. Also presented are the review of measurement plans, staffing-standard reports to manpower managers, contracting, manpower requirements for new hardware systems, and civilian manpower policies.



## Who May Attend

The Manpower Systems Management Course is open to military officers in grades O-1 through O-5, and DOD civilians in the grade of GS-9 and above who occupy, or have been selected to occupy, intermediate manpower management positions.

The Executive Symposium in Manpower Systems Management presents an overview of manpower requirements determination programs and the programming of manpower through the PPBS. During the last few days of the symposium, flag/general officer-level DOD manpower managers are invited to discuss new policies and initiatives in manpower planning and programming.



## Sources of DSMC Students



The Defense Systems Management College, as a tri-service, Department of Defense institution, tailors its academic program to the needs of current or future military acquisition managers. At the same time, the College's emphasis on the concept of program management provides a unique educational opportunity for managers from other federal agencies, defense industry, and, in some cases, from allied nations. For most courses, attendance by non-DOD personnel is encouraged. The following paragraphs show the diversity of the DSMC student body. (All figures as of 5 August 1983).



The following companies have sent employees to DSMC (with the total number in parentheses): Advanced Technology, Inc. (11), The Bell Co. (11), The Bendix Corp. (19), The Boeing Co. (94), Booz-Allen and Hamilton Co. (14), Emerson Electric Co. (17), Fairchild Republic Co. (12), FMC Corp. (14), Ford Aerospace (14), General Dynamics Corp. (46), General Electric Co. (12), Goodyear Aerospace Corp. (116), Gould, Inc. (19), Grumman Aerospace Corp. (65), Honeywell, Inc. (30), Hughes Aircraft Co. (37), IBM Corp. (116), Information Spectrum, Inc. (18), Lockheed Corp. (59), Martin Marietta Corp. (118), McDonnell Douglas Corp. (23), Northrop Corp. (11), Raytheon Co. (21), RCA (16), Rockwell International Corp. (69), Sperry Corp. (21), Texas Instruments (20), United Technologies (19), Vought Corp. (19), Westinghouse Corp. (35).

An additional 132 companies have provided from 1-10 students to DSMC.

In addition to the military departments, the following government agencies have sent employees to DSMC: Central Intelligence Agency, Defense Communications Agency, Defense Intelligence Agency, Defense Logistics Agency, Defense Nuclear Agency, Department of Energy, Department of Transportation, General Accounting Office, General Services Administration, and National Security Agency.

The following foreign nations have sent students to DSMC executive and short courses: Australia, Canada, France, Germany, Netherlands, Norway, Pakistan, Spain, Sweden, and the United Kingdom.



# Faculty and Staff



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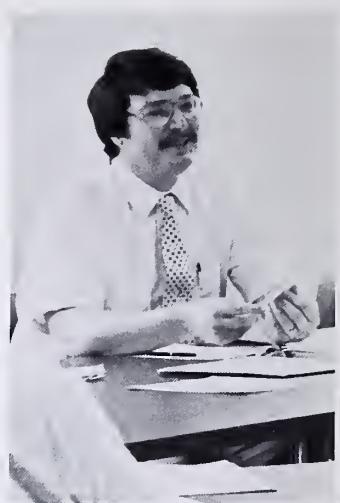
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### Acquisition Management Laboratory

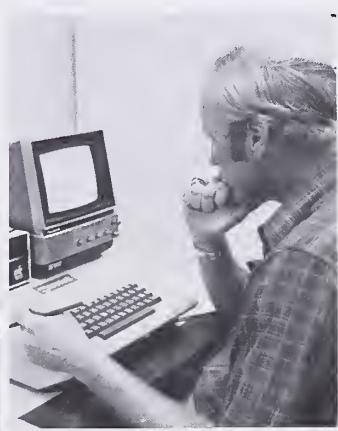
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An aerial photograph of a residential street. The street is lined with single-story houses, mostly with dark roofs and light-colored walls. There are several trees scattered throughout the area, some in front of the houses and others along the sidewalks. A few cars are parked along the curb on both sides of the street. The overall scene is a typical suburban neighborhood.

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